

Sales Management

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Maintaining the Morale of the Sales Force 1112 1296

How One Sales Manager Uses Graphs to Guide Salesmen's Thought Habits Into "Win the War" Channels

By A. R. Kneibler

General Sales Manager, Baker-Vawter Company, Benton Harbor, Michigan

In spite of the fact that our product does not need to be sold now, we have determined to maintain our organization at all hazards. The morale is the most difficult part of the situation, for a sailor in port is an easy problem compared to an energetic salesman whose selling habits must be completely readjusted. To stabilize this important element in a salesman's thought habit, we began several months ago to give ourmen definite facts and figures upon which to base their conclusions.

We went at this campaign systematically. First we endeavored to focus the salesman's mind on the optimistic side of the present situation.

Facts to Build On

He needed facts out of which to fashion definite replies to customers inquiring about delayed deliveries, etc. So we let the salesmen "sell" each other. A contest was staged in which prizes were offered for the best answers to a series of pertinent customer questions. These questions were purposely planned to make the salesmen think, although several of them had a decidedly practical angle.

After these replies were all in they were published in the B-V Journal so that each salesman would have access to the best experience of all the others. Properly laid out, a contest of this kind can be made a big factor in a plan for maintaining the morale of the salesmen during the war period.

The next step was to bring about a closer spirit of co-op-

eration with the factory, not that there was any lack of co-operation on the part of our men, but we realized that as the war continues the temptation will increase for salesmen to feel that the

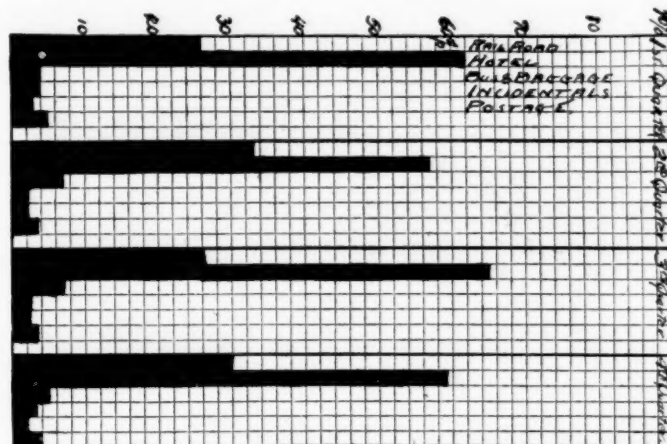
factory is not doing it part. We want to make the men appreciate that the factory, as well as the salesmen, have war problems. To accomplish this a series of papers were printed in the house bulletin by various officials, each of which developed some phase of the war situation and showed what the management was doing to meet it. These papers gave many of the boys a new insight into the war work which the company is doing.

The next step in the campaign was to help the men appreciate that even though all manner of expenses were increasing and all old standards torn down, it was still necessary to watch expenditures and maintain proper proportions between the expense items.

Making Salesmen Save

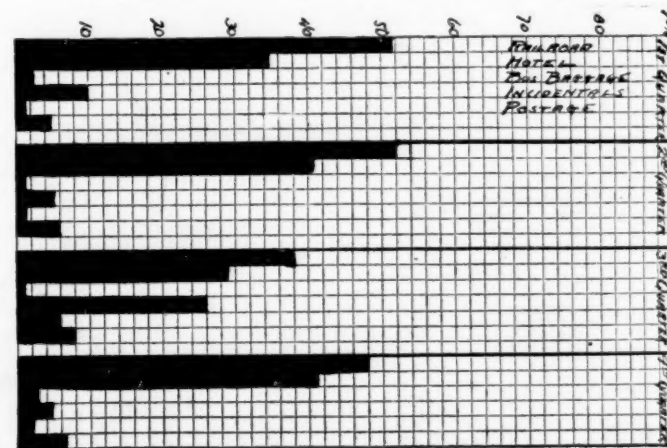
To do this we decided to show the men just how thoroughly we analyzed expense accounts in this office, and how the expense account mirrors their ability from many angles. As this is a problem of almost universal interest your readers may be interested in the details of our analysis methods: Graphic charts are used for the purpose, with lines representing the various items of expense.

The year's expenses are charted in four quarterly periods. The enclosed charts, for example, show the comparative expense distribution of two salesmen, each of whom has worked for the Baker-Vawter Company the same length of time, and operate in similar territories. The first column in each quarter represents the



(Chart No. 1)

Salesman No. 1's Expense Account Shows More Intensive Working of Territory With Less Total Expense



(Chart No. 2)

Graphic Analysis of Salesman No. 2's Expense Account, Showing Top-Heavy Railroad Expense

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per cent of the total traveling expense that is spent in railroad fares; the second column shows the percentage of total traveling expense used in hotels; the third column is the percentage of baggage; the fourth and fifth columns, the percentage of total traveling expense for incidentals and postage; the sixth column defines the total traveling expense figured in percentage on the total volume of business obtained by salesmen.

An analysis of these charts shows to what a marked extent the personal element enters into selling. In chart number one each quarter very closely resembles the other. One (railroad) of chart one is 29 per cent. In column two (hotels) the year's average is 60 per cent. This means that salesman No. 1 spent about twice as much for hotels as he did for railroad fares. His bus and baggage was 5 per cent, and the highest quarter reached was 8 per cent, a difference of 3 per cent, or four times as much difference as the other salesmen. The average traveling sales expense for the year with this salesman was 6½ per cent—one-half again higher than the first salesman.

With this salesman the percentage of total selling expense for railroad fare is 47½ per cent and hotel only 36½ per cent, making his railroad expenses about one-third higher than hotels. The other items are bus and baggage 2 per cent, incidentals 11 per cent, postage 2½ per cent.

Compare this incidental expense of 11½ per cent with the 4 per cent of salesman No. 1.

In connection with this comparison it should be borne in mind that salesman No. 1 in nearly all cases outsold salesman No. 2. He also sold a greater number of lines. This is an important point to observe. It demonstrates that salesman No. 1 was selling right. That he was talking Baker-Vawter from all angles. That he was not satisfied to get just some of a customer's business.

Let us go back and look at the graphic chart again and see if we can discover any reason for the great difference in sales and expenses of these two salesmen. The first most startling difference is in the railroad and hotel expenses. In chart No. 1 we see the hotel expenses largely in excess of the railroad expense, and just the reverse of this is true in chart No. 2.

What does this mean? It shows us that salesman No. 1 is covering his territory more intensely. If a town is worth making at all it is worthy of sales development. It demonstrated that one of No. 2's ambitions was to run a marathon around his territory. He perhaps kidded himself into thinking he was busy because he covered a lot of miles each week. It illustrated that this man did not have a big enough balance wheel. A lead given him, even if intangible, and he was off. He did not sit down and figure that if some other company gave him a lead in the other end of

the territory that the cost of making the sale, if he personally had to jump there, would overshadow the profit.

Salesman No. 1 has obviously handled this sort of business by a strong letter to his prospect, arousing his interest to the point of awaiting his arrival in a regular trip, and he resorted to the telephone on rare occasions. The graphic chart shows No. 2 to be a more extravagant user of the phone.

Salesman No. 1 we find has spent a little more on bus and baggage. This is natural. He devoted more time in town and used his heavy sample equipment for demonstrating purposes.

The incidental account can cover a multitude of sins. Salesman No. 2's expense here was nearly two times that of No. 1. This shows extravagance on No. 2's part and a lack of pride or interest in his work. Salesman No. 1 is more circumspect in spending the company's money and evidently is just as careful of it as his own.

The fourth step in the campaign was to give these salesmen, by means of graphs, definite and concrete answers to the questions which naturally arise in his mind—"what has the factory done to keep step with the unprecedented business which we have been sending in?" For example, there was a chart showing the increase in the stock on hand, another showing the greatly increased factory space, the increased equipment, the increased number of employees. Such facts serve, not only to bring home to the salesmen a company's growth, but visualize their connection with a steadily growing concern.

It is our present endeavor to teach our men to look at conditions optimistically and to render Baker-Vawter customers the best service, even though at all times they cannot accept certain orders. In other words, they are to give the same suggestions as to the make-up of forms, the layout of accounting systems, etc., that they did under normal conditions and they may even go so far as to suggest the competitor who may be able to handle the business. Our eye, of course, is on the period after the war and by keeping up the morale of the sales force we insure a steady goodwill growth and when the war has been won we will reap the reward.

"There is a greater need than ever for a sales help publication such as you are about to publish. It will be appreciated by sales managers and executives. We wish you every success in this new enterprise."—O. W. Bartlett, Sales Manager, American Slicing Machine Company.

"I am very glad indeed that you are to start a sales management magazine. I am sure it will be of much assistance to us, as your weekly salesmen's bulletins and other service matter has been very helpful."—G. F. Dodd, Vice-President, American Hosiery Company.

The New Salesman Had Nothing on "Mac"

Some years ago E. B. Gibbs, the New York sales counselor, was sent by the National Register Company to inject some American "pep" into the European organization. At that time it was the custom to post each salesman's monthly sales on an office blackboard, and the British sales were divided into two parts, the northern district of Great Britain and the southern district.

Mr. Gibbs happened to be in the Glasgow office one day when the returns came in. A Scotchman, who was a very ordinary man intellectually, but yet a remarkably successful salesman came in from the street and started to look at the returns on the board.

Finally Mac looked up and said: "Say, who is this new man Miscellaneous?"

The manager, seeing the joke, lead him on by saying it was a salesman who had just been hired and who was doing very well indeed. Then Mac looked over the list for the Southern District, and again said: "I see there is another one here, Miscellaneous."

"Yes," the manager replied, "they are brothers."

"Well," said Mac, "I have one satisfaction, I did more business last month than those two guys put together."

Later, Mr. Gibbs had occasion to go out with Mac to see how he sold goods. "We went into a public house," Mr. Gibbs relates, "and Mac brought in with him a cash register. Mac said to the proprietor: 'I have come in to show you a cash register.'"

"I don't want it," was the prompt response.

"I know you don't, if you did you would have sent for it long ago."

"The man said, 'that is all right but they are no good."

"How do you know they are no good," said Mac. "Did you ever use one? Do you know anyone who ever used one? Did you ever work for anyone who ever used one?" To which the proprietor was forced to say "No." Then Mac said: "How in the h—l do you know they are no good?"

"And Mac succeeded in having the proprietor sign his name on the dotted line. Now what was it about that man that made him the most successful salesman in Scotland? Because that man believed in his goods, believed in them so thoroughly that he would not listen to argument. He could not spell 'psychology' on a bet, but he did possess, to an extraordinary degree, that remarkable ability to make the other man see the article as he saw it."

A Plan for Increasing a Salesman's Calls

By John M. Bruce

Vice President, Remington Typewriter Co., New York

With many salesmen looking after two men's territories, and the difficulty of getting new salesmen to take the place of those leaving to go into service, the problem is to get those who remain to make the greatest possible number of calls so that your customers will not think themselves neglected. Mr. Bruce, who is well known as the originator of the Task & Bonus Plan, here details a practical idea which he has successfully worked out in selling typewriters that can be adapted to nearly any line of business. You are sure to find much valuable information in this excerpt from a recent address before the New York Salesmanship Club.

We feel sometimes that it is selfish and unpatriotic for us to think of our own business or even commerce as a whole in the face of this world cataclysm. We all feel at times that we should give up everything else to enter the trenches and do our bit to make the world safe for democracy. If we all did that, we would lose the war. War today is a problem of distribution. Each man who does his best toward efficient distribution, whether distributing munitions or food products to the soldiers direct or distributing other products which will help in producing those products, such as approved office appliances and other labor saving devices which will release labor for other vocations, is doing his bit.

The point upon which all successful selling must rest, and I am going to illustrate this point by a frankly personal description of the methods we use in our own company, is getting the salesmen to cover their trade. I may be accused of giving away company secrets and that in giving this information out our company is losing an advantage which we now possess, but I do not feel that such is the case—there is a broader and bigger view to take.

How Many Calls Should Result in Sales?

If we have 1,000 salesmen calling on 20 people a day, it means that 20,000 people a day are given some particular information about the value of using the typewriter. We cannot hope, and do not hope, to be able to convince all of these people, but we can convince two or three out of the 20. Of those we do convince, it is a certainty that some will buy our typewriter and some will buy someone else's typewriter. We are far better off and the industry is better off and the country as a whole is better off if all the firms follow this as there will be that many people convinced, and insofar as our company is concerned, we will receive in return for the typewriter prospects which we created who bought competitors' machines, some of the prospects created by our competitors who will buy our machines. Therefore, looking at the matter in a large sense, there is no indiscretion in the following description of our system:

Give me two salesmen (of equal ability)—let one make eight or ten calls a day, as the average custom is in almost every industry, and let the other salesman make 20 or 25 calls a day. It follows just as night follows day, that the man who makes the 20 or 25 calls a day will also make a corresponding increase in volume in his business. In such an industry as the typewriter industry, he will do more, as he will make a remarkable increase in the quality of his work—that is, by calling on people who have never used typewriters. In nearly every specialty we find the entire trade engaged in violent competition for the established business. There is a little spot of green cultivated area on the map of yellow arid wilderness, and in this green spot one competitor's salesman chases another competitor's salesman month in and month out, skimming the skimmed milk of the business down to the bottom of the pail. No one realizes that the real green and fruitful field lies in the cultivation of the desert outside of the green area. No one realizes that in this field there is no competition.

Picking Up Business in Your Own Yard

The place where "the wicked (competitors) cease from troubling and the weary (second hand machines) are (not so much) at rest" as non-existent, lies in your own backyard; it is the place you have all skipped by; it is the place that never saw a typewriter salesman; it is the TANK TOWN—and there are about twenty-five tank towns in most territories for each "movie" town. Of course, the bright lights are mighty attractive and alluring and the "thrilling" movie show is a great joy, but the Mazuma lies thickly scattered in the tall grass that grows in the main street of the tank town.

Why Salesmen Need Little Recreation

Put a stop watch on yourself and figure the number of hours that you actually work in a day, or that you can work in a day, as a salesman. It will jolt you to know how few they are. By that, I don't mean that you are not busy all day long, but I do mean that with the

time you have to ride on trains and trolley cars, and with the time you have to spend in getting from one place to another, there are mighty few hours in the day that are actually spent in productive work. No other class of men have a job with as much recreation in it as salesmen have, because change of occupation is recreation. The boy that stands at the lathe all day has to work all day long at just one thing, but a salesman has to walk or ride from place to place between calls, making a break which takes all the monotony out of the day's work.

Now, I would not ask any man to give up the comforts of his home and the pleasures of home life and be a drudge all the time, but when I was on the road it was just as much fun (and far more profitable) to cop an order at night as it was to lose money to a country hick, who could play pool better than I could, in the hotel—and I never yet met a country hick that I could trim over the hills and valleys of his home town pool table.

Calls Come Cheaper Than Circulars

There is one very simple way to get calls and that is to PAY FOR THEM. It is so simple that it has never been done until very recently. None of you mind spending 15c each to send a circular letter to a customer, because that is what it costs you to send general letters to customers and you send them by the thousands, and the large percentage of them go into the waste basket. But, at first thought, most of you would hold up your hands in horror at the thought of paying a salesman for a call! What do you pay them for? In many places you pay salesmen straight salary and in many you pay salary and commission. What is that salary paid for? You pay for calls, but don't know whether you are getting them or not, the difference being a great proportion of the flat salary is paid to the salesman to shoot pool rather than for calling on customers.

We pay 10c for each canvass call; 5c for each repeat call and 25c for each demonstration, and we have just doubled the number of calls and demonstrations. Instead of starting the man off in the beginning of each month in debt by the

amount of his drawing account until he has made it up in certain size sales, we have reduced the size of the commission after having placed it where we wanted it in scientific proportion sufficient to allow us to pay for these increased calls without increasing the total commission, and the man can earn his drawing account without making a single sale out of his calls and demonstrations, but he could not possibly earn it that way without making sales because the sales come themselves.

Efforts That Come Home to Roost

I remember one illustration in a certain southern office of a salesman who had been "hanging on by his eyebrows" for several months. He took up the bonus system and went to work making calls on prospects. The first month he earned \$80 on calls and only \$50 on sales, and it looked as if we were paying altogether too much money, because the commission on those seven typewriters he sold was exorbitant at \$130. But the next month, as a result of the calls he had made, that same salesman sold twenty-eight typewriters and the most he had ever sold before he started under the bonus system was nine typewriters in a month. He has now become a consistent and persistent producer of high class business and has an established future with the company today as the result of his work under the system.

To Train Salesmen for Export Work

The Advisory Council of the Committee of Fifteen on Educational Preparation for Foreign Service, announces through James H. Carter, vice-president of the National City Bank that plans have been matured for a practical course of instruction to qualify business men for export work. "The current movement for extending American business methods, modified to suit foreign conditions, to cover foreign markets," said Mr. Carter, "means that there will be a call for many salesmen and others who have put on top of successful experience here a certain amount of necessary knowledge of foreign business handling, also knowledge of a foreign language, so that we can cover foreign markets for foreign products in a new way. It is not at all unlikely that some practical way of enabling individual salesmen, on their own initiative, to get this training, or of helping business concerns to put foreign trade training into their own organizations will result. At any rate, the problem of having a great training system for foreign commerce in this country is now going to be taken up by a committee of the kind of men who can solve it and carry out a big plan, if anybody can, and with the cooperation of the Government.

A New Dartnell Report

JUST OUT

"Selling the Government in War Time"

Including a Directory of U. S.
Government Purchasing Agents

This report consists of 25 process typewritten pages of vital information of value to any business house interested in war business. It was compiled by Waldon Fawcett, Washington Correspondent for the Dartnell Sales Service. Mr. Fawcett has a high reputation for accuracy, and unusual sources for getting such information. During the past ten years he has reported government activities for leading business and advertising publications. He has a keen insight into the problems of selling. This report includes the following data:

How to Deal Direct with the Government
Qualifying for Government Business
Organization of Government Purchasing Departments
Something about Government Standards
How Supplies are Bought for the Army
The New Plan of Centralizing Orders
Government Housing Operations and Buying
Points of Attack in Getting War Business
General Supply Committee and its Scope
Government Railroad Buying Activities
The Zone System of Purchases
Directory of Purchasing Agents and Items Bought by Each.

This report should be in every sales library, even though no immediate use for it is apparent. It will be found helpful in many ways, and having it on file may easily save a trip to Washington, or point out the way to get some of the billions which the government will spend during the next year on war, railroad, shipbuilding, industrial housing, and its other programs.

The following letter from the Hood Tire Company is typical of the universal value of this practical report: "We have received your special report, 'Selling the Government in War Time,' and we consider this a very remarkable piece of information. We are anxious that each of our direct factory branches should receive a copy of this report and wish you would send copies to the following."

PRICE OF REPORT, \$2.00—ON APPROVAL

Special Examination Offer

We will send this report to any sales executive subject to return within five days if unsuited to the requirements of your business. The only condition is that it be returned promptly, and mailed back flat, as received.

There is a Dartnell report on nearly every phase of Sales Management. Catalogue of reports and other publications will be mailed free upon request.

THE DARTNELL CORPORATION
608 South Dearborn Street CHICAGO

More Sales With Fewer Letters

1—Putting a Hook in the Second Follow-Up

By Cameron McPherson

To conserve paper and thus help to win the war, the War Industries Board urges a 25 per cent reduction in the use of mail advertising. This means more intensified follow-up methods. It means making three follow-up letters do what four did before. It means getting the same business from 15,000 names as we used to get from 20,000. It means making every follow-up piece, every general sales letter, COUNT. To help the readers of SALES MANAGEMENT accomplish this formidable task, we have arranged for a series of Cameron McPherson articles of the usual "brass tack" type.

I once knew a Multigraph salesman who was an artist at getting the order on top of a turn-down. One day he set out to sell a big South Chicago steel mill. He was very anxious to make the sale because it would mean much more than the immediate order. But the steel people would have none of it.

Under the circumstances most salesmen would have quit, but not Chamberlain. Down the street was another steel mill, a much smaller institution, but being small, more open to reason. So Chamberlain tucked his portfolio under his arm, and sold the smaller concern an equipment for the purpose he had in mind. As a result a considerable saving of printing bills was effected, amounting to nearly a thousand dollars a year.

A month or so later, Chamberlain again called on the man who had turned him down and showed him the forms of the other steel company on which they were saving a thousand dollars a year. But he never referred to the first interview in any way. And the prospect afterwards told him that one reason he gave him the order was because he made it possible for him to buy without admitting defeat.

Now there is a point in this little incident that has a parallel in sales correspondence. The reason most second follow-up letters don't do any better than the first, is because they make the mistake of reminding a buyer right off the bat that he has already turned the same proposition down. Here is a letter sent out by Henry Sonneborn & Company, the Baltimore clothing manufacturers, that illustrates this point:

Dear Sir:

Are you afraid that we will convince you against your will? At any rate you don't answer our letters.

Please let us remove such doubt from your mind. We would refuse to give you the sole distribution of Styleplus Clothes in your town unless you convinced yourself, etc.

This may have been a very successful letter from the stand point of results, but if it was, it succeeded in spite of its start and not because of it. The merchant who read that letter had no doubt

given careful consideration to the Styleplus proposition. He had turned it down in his own mind. Why then handicap the letter at the very start by recalling to his mind all those reasons, and putting him in a non-receptive frame of mind. Surely that is not salesmanship!

One Letter That Got Across and Why

Contrast with the foregoing letter this one used by Frank E. Davis. Davis is in the mail order fish business, and like most mail salesmen whose living depends on making letters pull, it has been carefully tested out, revised and finally adapted as a No. 2 follow-up. It is a good, and we understand, successful example of a call-back after the turn down:

To the Lover of Sea Food:

You wouldn't have written us unless you are dissatisfied with the quality and flavor of the fish you are able to get in your home market.

Just try "Davis fish direct from Gloucester" once and judge for yourself whether it isn't exactly what you have been longing for.

You need send only a small trial order. It isn't the size of your first order we are interested in. We simply want to have you taste our fish—we are certain that it will result in your becoming a regular customer.

All that we have told you about our care in selecting and packing the choicest Gloucester fish can be proved to your own satisfaction so easily. Why not sit down and make out your first order? It's no more trouble than it is to order from your dealer, and it will demonstrate, once and for all, that it is possible for you to get fish which really are just as good as those served right at the seashore.

The risk is all ours. Your money will be returned without question if you are not thoroughly satisfied.

Since you may have misplaced our price list, we have listed on the inside pages our leading products. We

have also enclosed another order blank for your convenience.

Fill it out and mail it today, please. Let us prove, at our risk, what a treat is in store for you when you send direct to us for salt mackerel, codfish, lobsters and other Davis fish.

Another point worth mentioning about the Davis follow-up is that each letter in the series is given a different dress. The first letter is on a attractively offset letter head showing a Cape Cod fisherman at work. The second letter makes no attempt to create desire by pictorial treatment but makes a play for confidence. It shows a picture of the great Davis establishment at Gloucester and informs you that it has grown so since 1885. Succeeding letter heads are also different.

Now it is good psychology to vary the letter heads in a follow-up because every one knows that the letter head plays an important role in recalling to our mind a letter we have read. So if you want to get a fresh start give your second letter a new dress.

Another point: The second Davis letter makes no pretense at being a personal communication. It is not even multigraphed. It is printed at the same time as the letter head, using typewriter type to make it conform to custom. Davis says it pulls just as well.

Carrying Human Interest Too Far

There is a lot of perfectly good paper wasted that could be used for better purposes in these war times by young correspondents who have been bitten by the human interest bug. It is all very well to make your second letters readable and interesting, but don't forget that you are selling goods and not writing short stories. You wouldn't stand for a salesman coming in and talking about everything under the sun except what he has to sell before getting down to business, so why handicap your letters that way. Moreover, human interest letters seldom ring true. You don't want people to say, "What a clever letter." You want them to say, "Enclosed please find."

We recently had occasion to buy some letter heads. Several lithographers were

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asked for quotations. Only two out of ten made any effort to follow the quotation up. One was a well-known Minneapolis concern, who wrote as follows:

Dear Sirs:

The forman of the press room just now came to me with some press proofs of letter heads that were sold on the System want ad proposition.

Making comparisons with the work that appears on the letter heads on which the order was written, there were some pleasant surprises in store for our new customers.

Coming across a carbon copy of the letter we wrote you on June 15th, I wondered why your answer had not appeared. Surely you realize the importance of having your stationery right.

I would be almost certain of your order had you attended a banquet not long ago, at which a sales manager, well known for his successful methods, was asked:

"What are the most important features of your result producing administration?"

Picking up a beautiful glass from a well-appointed table and holding it up before him, he answered:

From purely a human interest standpoint this might be called a good letter.

But the writer is skating on thin ice when he insinuates that our present stationery is not right, and when he upbraids us, even though gently, for not answering his first letter he registers a black mark.

No Substitute for Plain Sincerity

The other concern got the order. True, the fact that they wrote a clean-cut business-like letter was not the only reason why they got the order, but it was a contributing factor. And after all making a sale is nothing more or less than registering a series of favorable impressions. Here is the letter, there is nothing clever about it, nothing smart, nothing out-of-the-ordinary. Yet it has at atmosphere of sincerity that is refreshing in these days of over done cleverness:

Gentlemen:

Time flies so rapidly that it is very easy to let several days slip by without realizing it. In the meantime your supply of letterheads is becoming smaller.

In checking over our quotation to you of three or four days ago, bear in mind, prices named are for "A number 1" letterheads.

As we are anxious to obtain your account, it would be unwise to figure on furnishing anything that would

not bring you back again and again, and certainly we could not afford to offer you half-hearted service.

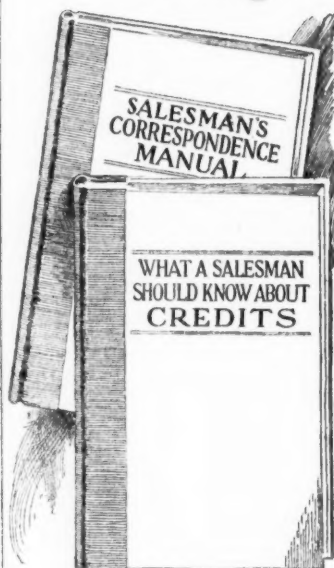
Do not forget that we are here to serve and are anxiously awaiting a nice order from The Dartnell Corporation.

What sales letters need is a good stiff dose of old fashioned principles. There has been altogether too much superheated air spread about writing business letters. When all is said and done the letter that wins is a plain, straightforward statement of fact, presented in a readable way. The quality that makes a

letter pull is its power to make the prospect THINK, but some letter writers seem to think that they must do all the thinking for a man and then take two or three pages to explain their thoughts. Be concise. Attack from a new angle. Don't refer to previous defeats. These are all good points to keep in mind when planning second letters.

"I am very glad to learn that you propose publishing 'Sales Management.' There ought to be a wide field, and there is a real need for a publication of this character."—James W. Wiley, Sales Director, Vitrolite Company.

Dartnell Standard Manuals Help Salesmen Grow



We have received hundreds of letters from sales managers and salesmen in all lines of business assuring us that these standard manuals fill a long-felt want. One sales manager said that he had been intending to write a manual on correspondence for his salesmen for the past seven years, but never had time. Our manual saved him the trouble, and he bought a supply at a fraction of what it would cost him to have a special manual of his own printed.

The outstanding feature about the manuals is that they are down-to-earth. The points are put over, not by generalizing, but by quoting actual experience of some salesman. The manuals are really interesting. They are appreciated and read by salesmen. They will do more to develop salesmen, at less outlay of time or money, than anything we know of.

Credit Manual

Opens salesman's eyes to importance of credits as a factor in sales. How to size up a credit risk; getting the right references; how to analyze financial statement; keeping tab on customers; legal phases of credit; something about trade acceptances; credit suggestions to pass on to customers and other equally concrete data. Will help any salesman increase his net profit showing. 100 pages.

Correspondence Manual

Promotes closer co-operation between salesmen and office. Tells how to write concise informative reports to the office; how to write a business getting letter to a customer; suggestions for advance letters; how to turn letters of complaint to advantage; with a chapter on general sales letters. Valuable list of words abused in salesmen's letters to office. A book that will solve the report problem for you.

Price \$1.00 each on approval
\$7.50 a dozen \$50.00 a hundred

The Dartnell Corporation
608 South Dearborn Street, CHICAGO

Getting Salesmen to See It Your Way

By J. W. Hamilton

Sales Manager, Finch, Van Slyck & McConville, St. Paul

Mr. Hamilton believes that a general exchange of experience on this subject would be of considerable value, not only to the sales manager of broad experience, but also to his division and branch managers. So he has very kindly sent us his views on some of the types of salesmen he has met. What do you think about them? Probably you have some methods of your own that might hold a helpful suggestion for the other fellow.

The Salesman who thinks the Credit Department is his Enemy can often be converted by asking him point-blank if he is in favor of abolishing it altogether. Naturally he will demur. When he has once conceded the necessity for the credit department you have him on the run in an open country where there are no trenches. Your advantage can then be developed to cover the necessity of close investigation of accounts, the business prudence of living up to datings, and close collections as a factor in sales volume. A salesman will concede, too, that the average customer respects a firm credit department, rather than a slack one, just as firmness is always respected in all walks of life.

The credit manager could, however, send periodically to all men a list (without mentioning names) of orders which have not been shipped, and the subsequent failure of the customer. Point out to the salesmen that the profits in your business are not such that you can run a credit department on gambling house principles. There must be rules for a business house, just as there must be laws for a community. Too frequently the credit department keeps the salesmen in ignorance of its effective work, and of the thousands of dollars saved by its policies and technical knowledge of credits.

The Touchy Salesman who Misconstrues Friendly Criticism for Censure is a hard type to handle. I use two stories—one pointing out the blindness of it, and the other developing its stupidity and danger. A man cannot progress who is angered at friendly criticism. A broad man welcomes it.

The Old Timer who is Prejudiced against anything New is a type which is bound to become more common as the war continues, and the replacement of trained men with older recruits develops. First—Appeal to the pride the salesman has in his standing as a leading salesman. Does he want the younger men to make a back number of him?

That is, perhaps, your strongest wedge.

Second—Expatiate upon what he can do with the extra money which these ideas will net him—he can live in a more comfortable home, own an automobile, educate his children at the University, etc.

Of course, where you have a man who is making good money for you and for himself and is perfectly satisfied and therefore not interested in that extra \$500 or \$1,000 you have a hard proposition to tackle, but the pocketbook nerve is usually a "live" one.

Ask the old timer if he is too "sot" in his ways—if he is too old to realize—that newer and better selling methods are coming in every year, and whether he understands that a man starts to get old to just the extent that he clings to old ways.

The "Know-it-All" Salesman is usually of the case-hardened variety. He will stand hard usage—in fact that is the only thing he understands as a rule. Because he is so cock-sure he is very likely to make more than the usual number of mistakes. He is apt to forget house rules, and do what he pleases. Wire him collect in such cases, asking for an explanation by wire. This plan will penetrate his understanding. Men do not like to explain blunders, but when they have to explain by telegraph at their expense it soon has the effect of changing their point of view.

The Bad Tempered Salesman can usually be brought to time if you let him see himself as others see him. It is a safe bet that if you could snap a bad tempered child with face distorted, and have it enlarged you could use it mightily effectively. You can also hit this type of salesman over the other man's shoulders by pointing out the elementary lack of good breeding, of business sense and the absolute shallowness of this characteristic. In this connection develop the business use of the word "slacker." This treatment will be found especially

effective in handling the "happy-go-lucky" type.

Awakening the Self-Satisfied Salesman is one of our war tasks. It is often possible to take a man and show him his departmental sales. No doubt they would run evenly through the total business done. Ask him if he would think of neglecting any department. He would certainly say "no." Then parallel departmented sales with departmented brains. For the same reason that a wise salesman wants to develop 100 per cent sales in every department, he should aim to develop 100 per cent strength in each unit of his personal make-up.

Of course, I know only too well that it is easy to prescribe but not so easy to cure, and in offering these suggestions to the readers of SALES MANAGEMENT I do so with the full knowledge that it is not possible to lay down any general rules for making salesmen see things your way. All I have attempted to do is to pass on my experience for what it may be worth.

Chicago Sales Managers Plan Big Fall Program

Believing that there is a greater need than ever for sales managers to get together and exchange views and experiences, the directors of the Chicago Sales Managers Association have laid out a very strong fall program. The September meeting will be given over to a consideration of war problems confronting sales managers. A nationally prominent speaker, familiar with the government's war program, will be there to answer questions and to counsel members.

The October meeting will be a departure from the usual. Members will write out questions upon which they wish information. These questions will in turn be passed around the table, one to a member who will lead the discussion on that particular question. In this way each member will get the combined experience of all in attendance on his "pet" problem. The November discussion is to be led by some speaker qualified to handle the subject of "Salesmanship" in a practical and helpful manner. The last meeting of the year will be given over to a consideration of personality as a factor in selling, a subject which promises several hold-over meetings.

The association is now undertaking a membership campaign with the ultimate aim of establishing a waiting list. The members have been divided into teams, and a quota of ten new members per team assigned. For the period of the campaign the initiation fee has been waived, and as an extra inducement \$6.00 pays all dues from September to May. E. O. Higdon, of the Cruver-Peters Co., has been re-elected president.

Sales Management

Keeping the Drifting Salesman Anchored

By Edward Amherst Ott

One of the greatest leaks in distribution is the salesman who drifts from job to job. How can he be stabilized? In this excerpt, taken from an address before The Chicago Sales Managers' Association, Mr. Ott offers an interesting thought.

It is true that there are some men who improve by moving. It is true that a man who fails under one sales manager may occasionally succeed under another. But taking it case by case, hundreds by hundreds, every time you move men you weaken an organization, and you weaken a man. That should not be so, but it is.

Our good President says that we have gone into this war to make the world safe for democracy. That is a beautiful conception. But there are a large number of little kaisers in the United States of America who are just as autocratic in their institutions and in the little businesses that they manage as the Kaiser in

Germany is autocratic over a nation. You see it every day. You see it all around you. You see it in the very furniture of certain businesses. You see it in the methods of planning out the floors. You see it in the methods of approach and defense against approach. You see it in the failure to give each employee credit for every new idea that comes in to the house.

I claim that in every office, to be honest, democratic, and American, there should be a Who-is-Who, and a What-is-What, so that at the end of ten years the directors of the institution could put their fingers on every new idea and credit it with costs-index accuracy to the brain out of which that new idea came, in order that they might promote the real thinkers of the institution, which they don't do now.

Many a man is promoted on the idea

Is there a better way to pay your salesmen?

Would it help you in considering the many problems of sales management, to have before you in boiled down, "brass tack" form, the experience and perfected methods of concerns in over 250 lines of business?

To provide sales executives with just such facts, we have made, at the request of the International Association of Sales Managers, a nation-wide survey of modern sales management practices.

It is now completed, and reports of the survey ready for distribution. The editorial work was in charge of J. C. Aspley, for four years on the editorial staff of Printers' Ink. The material was secured by personal interviews, and through the co-operation of nearly 400 subscribers to the Dartnell Monthly Sales Service. The survey is published in loose-leaf sections, suitably indexed, so that you can add notes of your own from time to time.

INFORMATION THIS SURVEY WILL GIVE YOU

Section 1—**Fixing Sales Tasks and Market Analysis**—How Procter & Gamble, Baker Vawter Co. and others concern appraise the sales possibilities of a territory. The task and bonus plan of Beechnut Packing Company, etc., etc.

Section 2—**The Selection of Salesmen**—Plans and tests used by American Tobacco Co., Chalmers Motor Co., United Cigar Stores, with general suggestions for drawing up application forms, etc.

Section 3—**The Compensation of Salesmen**—Details of fifteen profit-sharing plans for salesmen, including plan of Arbuckle Brothers, C. P. Sanderson Co., Hood Tire Co. and others.

Section 4—**Shaping the Sales Policy**—Experience of Holeproof Hosiery Co., Montgomery Ward & Co., and others in using guarantee. Swift free deal plan, how Johnson & Johnson check price cutting, etc., etc.

Section 5—**Standardizing the Sales Story**—The use of sales manuals, bulletins and portfolios by National Cash Register Co., Addressograph Co., H. J. Heinz Co., etc.

Section 6—**Forced-Draft Sales Stimulation**—Sales contest plans for salesmen, dealers and clerks as used by representative concerns in many lines of business, with suggestions.

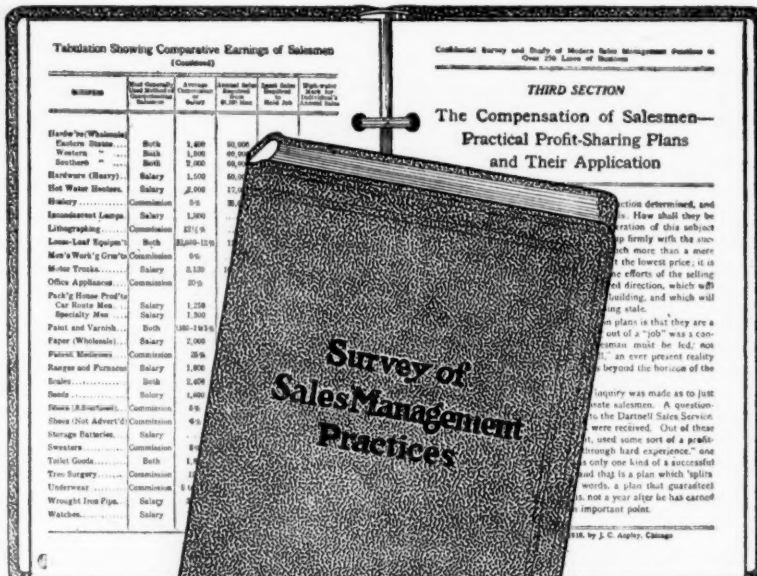
Section 7—**Rounding Out the Sales Force**—Applying life insurance methods to selling commodity. How successful sales managers handle the various type of salesmen.

Section 8—**Keeping Tab of Sales and Salesmen**—Routine short cuts taken from the methods of 400 subscribers to the Dartnell Sales Service which are suited to the needs of sales executives in all lines of business.

Section 9—**Sales Intelligence Methods**—After-the-war problems will call for action built on knowledge. This section will show how concerns like Burroughs Adding Machine Company, U. S. Rubber Co., Sherwin-Williams Co., secure and organize sales data.

Section 10—**Sales Correspondence**—Includes picked examples of good advance letters for salesmen; follow-up letters; general sales letters; letters for opening up dead accounts, etc.

PRICE, COMPLETE WITH BINDER AND TABBED INDEX, \$5.00



Used by over 1500 Leading Sales Executives

SPECIAL EXAMINATION OFFER

We will send this completed survey to any sales executive with the understanding that it can be returned within five days for credit if not entirely satisfactory.

The Dartnell Corporation

608 South Dearborn Street
CHICAGO, ILLINOIS

Why Sales Managers Should Share the Profits

By H. J. Winsten

Sales and Advertising Manager, H. Black Company, Cleveland

that was given to him by an assistant. And after a while the assistant got to giving so many ideas that he was allowed to pass on, and the ideas were credited. The institution lost the gold mine, the man who could think the new idea, and he became one of those, what I call "business tramps." The most tragic thing in America is not the tramp who hangs on the brake beam. We can handle that kind; the policeman can do that. The most tragic man in America is the intelligent, well-educated, well-dressed man, who, from the very nature of the case and the very methods that we have used, becomes a business tramp.

The Problem of the Business Tramp

You say, "Well, that must be his own fault." No, because some good salesman sold him another job. He was stabilized; he was a fixed man; he had loyalty, and then somebody needed another man and they went to him, and they skillfully sold him another job, and they disturbed him; they pulled him up by the roots; they broke off all natural contact of loyalty that comes with the youth and the growth and the enthusiasm of boyhood; the man that grows up in a concern over there, and they pull him out over here. Of course, he didn't make so good. He was in a new environment; he met jealousy for the first time in his life; he found those around him who did not want him to succeed very well; he was an outsider from a strange camp; he was embarrassed; over here he started in as an office boy; he grew up to be thirty-five years old, and he had twenty years of experience; lost all of that, and he went over here, and he started in with a day's experience, and then a week's experience, and a month's experience. He was very bright, and he learned very fast, but he didn't do as well as the man with half his power with twenty years of experience in the new job. And then somebody said, "Here we have got a gold brick, we hired a man, and we thought he was going to be the best man we ever had;" and so they discharged him, they fired him imperially and autocratically, and then he went out to look for another place, and they said, "Where were you last?" "Over there." "How long did you stay?" "Oh, six months," and his stock began to go down.

A Man Has So Many "Firings" in Him

The greatest tragedy in America is not the tramp on the freight train; it is your well-dressed, educated, splendid possibility, who has been made a tramp by the methods of Central Europe, instead of the democratic methods of building an organization from within.

So, I am for stability; I am for stability in trade; I am for stability in the human element, in business building. It takes time, but it pays to take the time to train men for any job.

War orders and inverted supply and demand have thrown the question of sales manager's compensation somewhat out of focus. We even know of a case where the gentlemen of the board decided to do away entirely with the sales manager's services. So it may be a good time to let in a little light on this subject. To that end we have asked several prominent sales managers for their views. The first of these papers, by a man whose good work with the Black Cat Textile Company and other large national concerns is too well known to require comment, is printed here.

Some time back while I was working for a hosiery concern I had a difference of opinion with one of the production executives. He insisted that I had no business putting my nose into manufacturing affairs and suggested that I look after the sales department and he would look after the manufacturing end.

My answer to him was that there wasn't anything connected with the business that did not seriously affect the sales department, and assured him that whenever I saw a chance to improve any department, through suggestion, I would certainly do so, because in the long run it would benefit the sales department. Vice-versa, I said, suggestions were always welcomed by me from other department managers and every improvement in the sales department would eventually benefit the entire business. He was big enough to admit my point, and, as a result, the two of us did some most effective team work, which ultimately resulted in our establishing a merchandising policy, the net results of which it would be difficult to estimate.

The New Type of Sales Manager

I have used this incident merely to illustrate a point I wish to make clear. The time has passed when a sales manager has merely to do with the volume of sales. His influence is felt in every department of business, because there is not a single department in a well-organized business that is not influenced by the sales department. And, looking at it the other way around, there is not a single department of the business that does not affect the sales department. The modern sales manager is what I might call a "synchronizer." He has to do with sales in every direction, whether it be direct mail advertising, general advertising or personally made sales. He recognizes the importance of service in its broadest relation to the business. He insists upon having a say regarding the character of the goods to be sold. He insists upon knowing the accounting

methods of the establishment, particularly with regard to profits and overhead, so that he in turn can influence the stream of sales into the most profitable channels.

Basis for Working Out Bonus

In view of this fact it seems to me a sales manager's compensation should come from two sources: (1) His salary, and (2) a percentage worked out on the basis of his contribution to the profits and good-will of the business. Good-will in this case should be measured by insured profits—lowered overhead, repeat accounts, mortality records, co-operative accounts, etc. Such a percentage must naturally differ materially with the nature of the business. For example, if you are a sales and advertising manager, mail order sales might be an important item for the basis of remuneration. Too often a sales manager pays but little attention to the methods of accountability of the concern with whom he is contracting, and, therefore, fails to ascertain just how the influence of his work might be proved out in figures which come to the general management monthly, or at least, periodically.

Not all concerns are willing, as yet, to treat their sales manager as suggested above, but I think you will generally find that the most successful sales managers, from every angle, are those who are given above their salary, a share in the profits. Just how this share should be determined largely depends on the method of keeping the books and the policies of the management.

"Sales problems always change from year to year, but particularly will they do so during the remaining time it takes to win the war. The interchange of ideas directly pertaining to sales questions as proposed by your magazine will be of greater value than ever."—Arthur J. Morse, Secretary, San Diego Sales Managers' Association.

Sales Management

A MONTHLY JOURNAL
in the Interest of Better Marketing

THE DARTNELL CORPORATION

Publishers also of

Books and Reports for Sales Managers and Salesmen;
The Dartnell Monthly Sales Service and
Other Sales Literature

OFFICES : 608 South Dearborn Street : CHICAGO

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other countries fifty cents additional.

NUMBER 1

VOLUME I

This Magazine maintains no free lists of any kind. To receive it regularly each month you must be a Paid-in-Advance Subscriber in conformity with Post Office Ruling.

Sales Management Is Too Important To Be Neglected The war is laying its heavy hand on the sales department. New problems, each more baffling than the last, are coming up daily. Old precedents have been swept aside. Unparalleled conditions must be faced. Sales executives find their own experience, however extensive it may be, inadequate to guide them in formulating war-time plans and policies.

Yet in the face of this great war need there is no journal published which a sales manager can call his own. Advertising and general business magazines have contributed liberally of their space. But out of all the hundreds of business magazines, not one is devoted exclusively to furthering the interests of the sales manager. It is not that sales managers are not receptive to outside suggestion nor that there is a dearth of editorial material. No class of executives are so open-minded—so willing to interchange experience—as sales managers. But, unfortunately, the sales manager, to use a publisher's term, is "erroneously considered 'small buying power circulation.'"

In the last forty years, according to a dependable authority, the United States has shown an increase of 45 percent in per capita production, while in the same period our per capita distribution has decreased 34 percent. In other words, thanks to scientific management in the factory, labor saving machinery and a healthy interchange of production experience, we now make three things with the same effort once required to make

two, but we are dissipating this national gain by haphazard distribution!

War orders, and centralized government control, have, for the moment, somewhat corrected this lamentable condition. But the war will some day be won. Then these war-expanded factories must once more turn to the sales department. We all know what is going to happen.

To help minimize this danger, and at the same time to extend a helping hand to the 200,000 sales managers of the English-speaking world who are struggling with varying success to keep abreast of the on-rushing tide, we dedicate this journal. It is our aim to make it an open forum where sales managers the world over can discuss problems of mutual interest; a place where tendencies will be crystalized, where wasteful methods will be publicly branded and efficient methods advertised. It will be a journal for sales managers, by sales managers—a publication, we hope, that even the busiest sales manager will make time to read.

This is the first issue. It is purposely, in keeping with the spirit of the times, a modest issue, shorn of all unnecessary trimmings and flourishes. There is no splurge from either an editorial or a mechanical standpoint. Later, after the war has been won and the need to conserve paper removed, we may add the trimmings. For the present our sole ambition is to make each issue more helpful than the last. To that end we ask your co-operation. May we have it?

* * *

Join the Sales Managers' Club In Your Town

There was once an advertising man who held a deep contempt for A. A. C. W. conventions. But he went to San Francisco this year through habit, and came home with a \$10,000 idea. Some bright young man made a speech that started him thinking in the *opposite direction*, and the first thing he knew he hit pay dirt.

The trouble with most of us is that we have the wrong slant on the business club proposition. Even if we don't always come home with ready-made ideas, a sales managers' club is valuable as a mental whetstone. One worthwhile business acquaintance added to your list is more than worth the time, and its value as a thought-starter is worth the cost. So if there is a sales managers' association in your town, join it. If there isn't a sales managers' association in town, start one.

* * *

Floater or Fighters, Which?

It is interesting to sit up here and observe the different viewpoints of men who sell things. Today a letter comes in from Philadelphia: "We have practically suspended all active sales work. We feel the times are too uncertain." And in the same mail there comes a letter from the Purina Mills: "This fall we shall do more advertising and travel more salesmen than ever before in our history. We are just opening

Sales Management

our sixth big mill, and notwithstanding Government regulation, the difficulty in getting ingredients, the labor problem and the other big obstacles that confront us, we look forward with keen pleasure to business during the coming months. A crisis of this nature is a wonderful developer of men and a test of the fundamental strength of an organization."

There can be no doubt as to which of these two viewpoints is the best. This is no time for floating along with the current. It is no time to let your salesmen get the floating idea. Prime them with fight. Direct their energies along lines of more resistance—selling the higher-priced goods and the hardest-to-sell prospects. Then when the war is won, and the starting gun fired, they will get away with a flying start that will make competition look like the original Haynes alongside a twin six.

* * *

The Passing of The Tank-Town Viewpoint

A few years ago it was quite common to meet sales managers who prided themselves on their sponge-like ability to absorb the other fellows ideas, without giving any in return. "I don't think much of the idea of telling your competitor all you know," they used to say as they smiled in their superior sort of way. But today? "I may be accused," said John M. Bruce, vice-president of the Remington Typewriter Company, before the New York Salesmanship Club, "of giving away company secrets, and that in giving you this information that our company is losing an advantage which it now possesses, but I do not feel that such is the case. There is a bigger and broader view to take."

Of course, there is a point beyond which it is unwise to go in helping the other fellow. But it augurs well for the future of marketing to see the passing of the tank-town viewpoint and the growing desire to "swap" experiences.

* * *

The Reconstruction Period and The Business Library When this war is over, and the great business shake-down begins, the cry will go out, as it never has before, for business information. The information seeker's natural thought will be the local library. But unless he happens to reside in Newark, Pittsburgh, Rochester, Des Moines, Minneapolis, St. Paul or Indianapolis, his chances of getting any practical help will be mighty slim. Out of over 4,000 public libraries, only these seven have what could be called "well-equipped" business departments.

Who is to blame for this state of affairs? Not the librarians, for they are fully awake to the opportunity. As this is written, the energetic new librarian of the Chicago Public Library is waging a campaign through the Chicago Association of Commerce to bring about the establishment of a central business branch. Will it meet the same fate as a similar Boston attempt?

Everybody unanimously agreed that a business branch was needed, but at that point they stopped.

Start a "Business Branch Library Movement" in your town. All it needs is a starting push. And don't be satisfied with a few moth-eaten business books and a moth-eaten old maid to look after them. Weed out the old books, so as not to take up a business man's time reading them. Replace them with up-to-date books by practical publishers. An excellent list has been compiled by Paul H. Nystrom of the Bureau of Merchandising Research, International Magazine Company, and published in the National Efficiency Quarterly, May 1918. To this list of books add as much supplementary material, such as reports, pamphlets, catalogues, special addresses, etc., as the local industrial needs suggest.

A business library is more than a collection of books. The Free Public Library of Newark, for example, not only has a complete file of all worthwhile books properly indexed, but 8,000 pamphlets relating to business subjects, items indexed from daily and weekly papers, trade papers, and several standard business and sales services. "A few weeks ago," writes L. H. Morley of the Business Branch, "in attempting to advertise our service to the business men of Newark in a small way, we visited a number of executives. The surprise with which they learned the kind of business questions we could answer shows that business men have not yet learned to appreciate the value of a well-organized business library—even in a city where a business library branch has been in operation for ten years."

That is the sort of a business library you want to hold out for—one that is well provided with funds to buy worth-while material, one that has this material properly organized, and one that will take the library to the business men if the business men think they are too busy to come to it.

* * *

Don't Be A High Priced Office Boy "I only wish I had you to lunch with me now and then," reads a letter from a Boston sales manager. "Everything has to be talked at me these days as I am not reading a thing. War work outside of business hours takes all my spare time, and I can assure you that I have a fairly busy desk inside of hours."

We feel sorry for anybody that is so busy they haven't time to read. We hate to think of what would happen if President Wilson took a notion that he didn't have time to read. But it takes all kinds of people to make a world. And have you ever noticed that the men who insist that they haven't time to read are usually the same chaps who dictate the long-winded letters, and don't give you a chance to get in a word edgeways?

Sales Management

The Sales Managers' Desk Book

(Loose-leaf)

This book has been brought out to fill the need for a compact, accessible reference and idea book for sales managers. The book is letter size (8½x11 inches) and is equipped with a special leather-tabbed index of thirteen divisions, as indicated below. Under each classification are filed numerous loose-leaf sheets giving helpful information, hints and suggestions, including:

HANDLING SALESMEN:

Breaking Salesmen of the Jumping Jack Habit of Working Territory—The Yellow Slip Plan for Keeping Salesmen on Edge.

SALES STIMULATION:

Determining Dealer Quotas on Basis of Trading Radius Consumption—Letters That Keep Salesmen on Their Toes, etc.

SALESMEN'S COMPENSATION:

Outline of Successful Bonus Plans—Salesmen's Earnings by Lines of Business.

ORGANIZATION:

Application Blank for Salesmen—Grading Chart for Salesmen—Reference Forms and Methods.

SALES MANUAL BULLETINS:

Suggestions for Making Sales Manual More Valuable to Salesmen—Adaptable Quotations From Successful Manuals.

ROUTINE SHORT CUTS:

Types of Envelopes for Flagging Salesmen From Hotel Mail—Automatic Salesmen's Correspondence Follow-ups—Salesmen's Correspondence Forms, etc.

CONTESTS—CONVENTIONS:

Contests Based on Territory Consumption Figures—"Double Unit per Day" Contests—Contests for Salesmen's Wives—Sales Convention Stunts.

ARTICLES—BOOKS:

List of Books Relating to Selling, Names of Publishers, and Cost—List of Articles Published of Interest to Sales Managers.

GENERAL:

Figures Showing Comparative Cost of Operating Salesmen's Autos—Suggestions for Getting Salesmen to Help Credit Department.

The book is so designed that you can also file in it original memoranda and information pertaining to your particular requirements. Blank loose-leaf pages for this purpose are included.

This book contains over 300 pages of valuable data, methods and statistics for the sales manager.

Price of Desk Book Complete
\$5.00 on Approval

THE DARTNELL CORPORATION
CHICAGO

Two Letters that Bring 93 Per Cent of Dead Customers to Life

By Charles E. Wigginton

Sales Director, Kalamazoo Loose-Leaf Binder Co.

One of the pitfalls that a sales manager has to look out for is lopsided sales effort. It is very easy to spend a lot of time and money on getting new business, when quite often an equal volume can be obtained with comparatively little effort by sending out a letter to some of the sleeping accounts on your books.

Some months ago we went back through our Sales Ledger accounts, of which we have over 200,000, and picked out every customer who had not purchased from us for a period of nine months. We sent these customers this letter:

Dear Mr. Jones:

In going over our Sales Ledger, we find that we have not had an order from you since January 10th.

This space could be filled with many reasons why we do not want to lose you as a customer, but you know how we feel about it, so why take your time?

Our Slogan is "Once Sold, Always Served," and we mean it. Is anything wrong that is chargeable to us? Your very truly,

From this letter we received 41 percent replies. To those who did not reply to this first letter we sent this second letter:

Dear Mr. Jones:

We wrote you some time ago, and now we are wondering whether or not we said the right thing. What we really want you to understand is this: Your purchased in January, some of our equipment, and we want you to know that our entire Organization stands back of that equipment, insuring its working to your entire satisfaction.

In the ordinary course of events, we should have had a re-order from you before this, but we are saying nothing about that right now. What we want to know is that the goods already sold are proving satisfactory. Our Slogan is "Once Sold, Always Served;" our interest in you does not cease when we get your money—rather, it has just started.

We would appreciate it mightily if you would just drop us a line stating that everything is satisfactory, or what is more important, if not satisfactory, we want to know it, because in that case, we will have a man at your Office just as soon as one of Uncle Sam's trains can carry him.

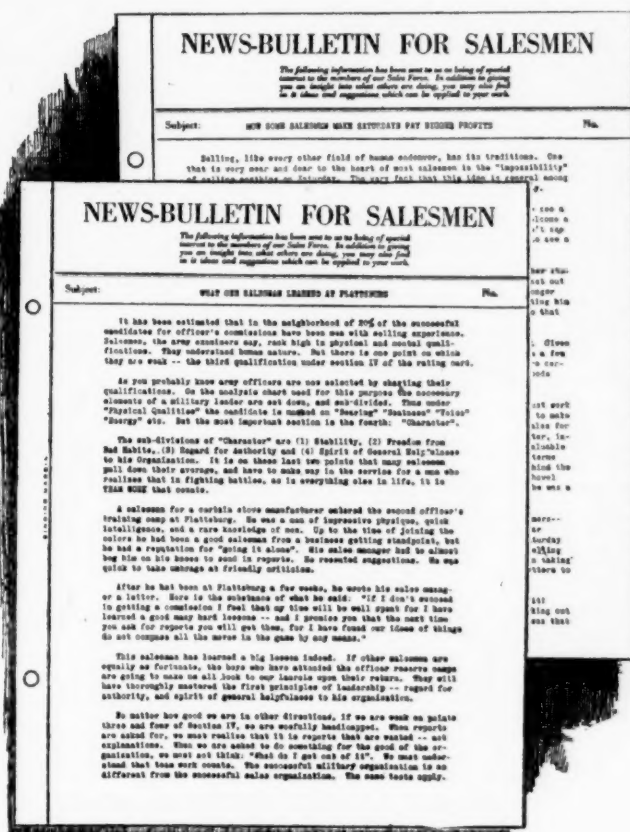
Yours very truly,

Up to the present we have received 93 per cent replies on all dormant customers as a direct result of this two letter campaign. These replies obviously make excellent sales material, and if we cannot secure an immediate order, we generally get some expression that will result in a future sale.

In a concern like ours where the thousands of customers are distributed all over the United States, it is impossible to have our men call on them as regularly as we would like to, because of the many small cities not covered by our branch offices. To bridge the gap we have found this method of using letters very profitable, and we are passing information on to you for what it is worth, hoping that some of your good readers may find in our experience a helpful suggestion. The writer certainly appreciates the wonderfully good service you are rendering and wishes you continued success.

Steffey Appointed N. C. R. World Sales Manager

C. E. Steffey, sales manager for the United States and Canada of the National Cash Register Company, has been placed in charge of the European, South American, Australian and British organizations as well. The National Cash Register selling organization now comprises 215 sales agents, 343 salesmen and 233 miscellaneous sales workers. The executive sales staff consists of six field assistants, two office assistants, with special departments for sales promotion, department store sales, credit file sales and factory systems. In commenting on the promotion, President Patterson said: "Mr. Steffey is a close student of difficulties, as well as opportunities. He is not a desk man, but on the contrary is constantly moving about among the agents and salesmen in all parts of the country, helping, suggesting, constructing." Mr. Steffey has been with the N. C. R. organization for 23 years, and is a member of the Board of Directors.



I Recalled a Tip in Last Week's Bulletin and Finally Landed His Order for \$100 Worth of Our Stuff —

A Lucas Paint Salesman.

The Dartnell Monthly Sales Service now used by over 400 Concerns — large and small

It gives you and your salesmen access to the best experience of sales managers and salesmen in all lines of business. Suggests fresh viewpoints. It makes your salesmen THINK.

You cannot afford to be without it for the sake of a few dollars a month. One good selling idea pays several months' service. Service embraces following four features:

1. **Weekly News Bulletin for Salesmen.**—Quoting actual sales experiences of successful business-getters. Develops latent ability and energy. News flavor assures reading by salesmen. A supply of these bulletins is sent you each week for your salesmen if you wish.
3. **Bi-Weekly Letter for Sales Manager.**—A clearing-house through which the 400 subscribers to the service exchange experiences. Arranged for reference filing in loose-leaf binder.
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"Let me congratulate you on the good work you are doing. I should think that your organization has a wonderful future ahead of it as you are of such service to business men who take no time to make the researches which your organization is so eminently fitted to cover."

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"I cannot praise too highly the weekly bulletins and reports you have been sending me. I shall be very much pleased to recommend your service to any firms or sales managers referred to me, and as occasion arises I shall voluntarily mention the good work you are doing to some of my friends . . . you deal most effectively in realities."

**Woodrow Williams, Genl. Mgr.,
A. M. Byers Company**

Sales Management

Good Books for the Sales Managers' Library

"HOW TO SELL MORE GOODS" by H. J. Barrett. While the title of this book is unfortunate, in view of the present oversold condition of most plants, Harpers have given us a book that any sales executive can read with profit, and which will afterwards make a valuable addition to his library. The book is supposed to be a digest of a number of interviews which the author has had with salesmen and sales managers reported in conversational form. This treatment adds somewhat to its readability.

The first section deals with the actual selling of goods, with a very suggestive chapter on "Selling the Consumer Direct." There is also a chapter on retail selling, although this is developed incidentally. A large portion of the contents are given over to a consideration of the problems of sales management. While some of the information contained in this chapter has already appeared in various Dartnell reports, Mr. Barrett has gathered much material of practical usefulness to a sales executive. The point system for fixing sales tasks is treated in an interesting way, and some of the problems of handling salesmen dis-

cussed. A plan is put forward for making sure that salesmen make price changes and mark "outs" in catalogues. This idea could be generally adapted. The same might be said of the plan for preventing salesmen from controlling trade which properly belongs to the house. Even if only one or two of the plans prove adaptable, the book is well worth adding to your library. The price is \$1.50 net.

"MAKING HIM BUY," by Henry C. Lawrence. Those who have read "Making Him Pay" by the same author will need no information as to the practicability of this book, which deals with selling goods by mail. Interest in the book is quickened by the fact that more and more dependence must be placed on mail salesmanship as the war continues.

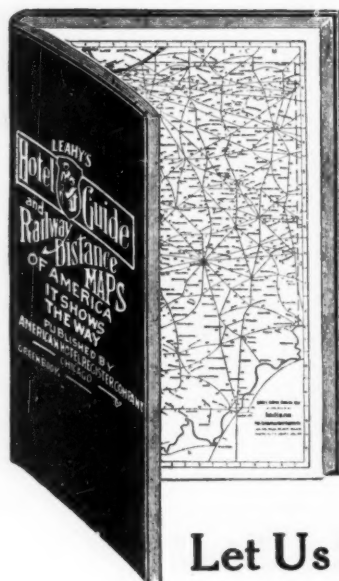
The value of "Making Him Buy" lies chiefly in the numerous exhibits of good sales letters which the author has collected. The weak point of the book, from the standpoint of our readers, is that it attempts to straddle too wide a field, the author obviously trying to get a little bit of everything into it so that it would appeal to the retail as well as the national field. The book consists of 320 pages, two hundred of which are given up to reproductions of successful mail pieces. A special chapter is de-

voted to salesman's correspondence. Price of the book is \$2.00 net.

"HOW TO SPEAK," by Edwin Gordon Lawrence. This new book consists of a series of articles on the subject written for one of the large trade papers, and intended primarily to help sales people. It is a book which every sales executive should have, if not to read himself, then to loan to his men. There are salesmen in every organization who would be better salesmen, and more creditable representatives, if they knew how to talk to the best possible advantage. We are advised by the publishers that the book is being purchased by many concerns for general distribution to the sales force. In our opinion, however, this is unnecessary, as many salesmen would not read through a book of this type, unless they felt that they were deficient and anxious to improve.

A portion of the book is given over to public speaking, and the author develops his points most effectively by the use of illustrations. All through it is his aim to make the reader do his own thinking, rather than to think for him, and therein lies its strength. The price of the book is \$1.00 net.

For the accommodation of our readers our book department has put in a stock of these three books, and is able to make immediate shipment at prices quoted. No charge for packing and mailing if check payable in Chicago or New York funds accompanies order.



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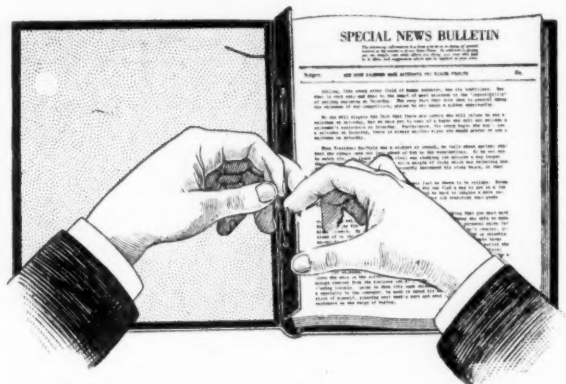
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